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Executive Register
65-4578

9 August 1965

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MEMORANDUM FOR: [REDACTED]

SUBJECT : CIA Planning Staff

REFERENCE : Your memo of 13 July 1965

1. We believe that there should be a CIA Planning Staff.
2. Its mission should be to examine interlocking implications throughout the Agency (in the context of Community intelligence activity) of anticipatable programs, technical breakthroughs, substantive pressures, policy needs and budgetary constraints. In other words, to provide advance thinking and recommendations for overall Agency policy and posture on significant or unresolved intelligence problems, and thereby to obviate the chaotic improvisation which always follows when change hits an organization without a plan.
3. Though called a planning staff, its charter should not be narrowly confined to the specific preparation of plans, but enable it to make such studies as would be necessary to constructively recommend forward action. For example, the staff should concern itself with the most critical management problems of the Agency. In so doing it would need to be involved in PERT or CPM type studies in order to ensure that for any given program actions were taken as required on schedule and to meaningfully relate developments in various components of the Agency.
4. The criteria for the success of such a staff include:
 - a. Its charter must be unmistakably clear.
 - b. It must be administratively separate from budget planning, though the activities of the Planning Staff and BPAM should complement each other.

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- c. It should be very small--probably limited to 5 or 6 professionals (a couple of which having had training or experience in systems analysis).
- d. It should report to the DDCI or the ExDir.
- e. Staff assignments should follow the pattern established for assigning people to the IG. Assignments should be full-time, from among key directorate officers (but not as representatives of a directorate). Tours should be staggered and 2-4 years in duration.
- f. The tenure of the chairman of the staff should be for a limited time specified in advance--say a tour of 4 years.

5. Procedure.

- a. With regard to any problem on which planning is to take place agency-wide, the Planning Staff would develop and submit to the DCI for approval an overall agency policy binding on agency components and general guidelines for planning at the directorate level.
- b. After DCI approval, the policy and guidelines would be promulgated to the directorates. Each directorate would further refine and make more specific the policy and guidelines for the benefit of subordinate offices. The Planning Staff would review the directorates' policy and guidance statements to ensure consistency with DCI policy before they were issued by the directorates to subordinate offices. Similarly, the directorates would review the specific policy and guidance issued by the offices to their respective divisions.
- c. The Planning Staff would review the consolidated plans developed by the directorates and their subordinate elements to ensure consistency and conformance with the policy and guidelines approved by the DCI.

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d. The individual directorates would also participate by having points of contact through which essential, informal, two-way communication between the Planning Staff and Agency operating units would be maintained. A major goal of such an arrangement would be to inculcate a "sense of participation" in all levels of management.

6. Selection of chairman.

I suggest that selection of a head be deferred until some of the ground rules have been clarified and approval of a well-defined scheme has been given. The present temporary staff can develop the rationale and cover the ground indicated above. I suggest this because the long range planning concept ultimately approved could well have a bearing upon the selection of the individual best suited to get the show on the road.

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PAUL A. BOREL
Acting Deputy Director for Intelligence

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cc:



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WJ

13 July 1965

MEMORANDUM FOR: Deputy Director/Intelligence
Deputy Director/Plans
Deputy Director/Science & Technology
Deputy Director/Support
Deputy for National Intelligence
Programs Evaluation

SUBJECT : Permanent CIA Planning Staff

1. One of my directives from Admiral Raborn in connection with the long-range plan is to create a permanent CIA Planning Staff. In our discussions we have looked upon the long-range plan, currently in the process of preparation, as being the foundation stone for continued planning. It is already quite apparent that our long-range plan will indicate many areas where we feel additional study and planning is required and there should be a central focal point in the Agency for carrying on this task. In addition, it is obvious that any long-range plan, in order to be realistic and effective, should be periodically revised and updated.

2. In contemplating the type of a permanent Planning Staff that should be created, it is important that it be so constituted to keep apprised of current Agency developments. It should have as its chief an individual who will be a driver, as well as being aggressive and imaginative. While the constitution of this small staff is still in the "thinking" stage, I believe that we ought to consider naming an individual as permanent Chairman, and designating representatives from each of the Directorates to work with him as required, with the planning aspect of their responsibilities having top priority. The individuals from the Directorates should all be of sufficient stature and location to be able to speak for their Directorates and to be able to produce any information required. (I would simply note in passing that the group working with me at the present time in long-range planning has indicated not only enthusiasm for the job, but concern that we have not been doing it.)

3. It is my request that each of the Deputy Directors addressed give some thought not only to the nomination that they might make for representation on a permanent Planning Staff, but also to likely candidates to head this staff. I have had some preliminary discussions with the DDCI and others and, primarily for the purpose of stimulating some thoughts in this

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regard, would indicate that [REDACTED], shortly returning from the position as Chief of Station, [REDACTED] is one individual whom I consider to be well qualified. I also believe that [REDACTED] presently Executive Officer of DD/S&T, is well qualified. Then, of course, there is [REDACTED] who is presently the chief of the staff of the planning group, who is well qualified; but whether his position as Chairman of COMOR would preclude his appointment should be reviewed.

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4. I would appreciate any thoughts that the addressees might have on this matter, either orally or in writing, by 6 August 1965.

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~~cc: Executive Director
Chairman, COMOR~~

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